	Routine Production or service	Innovative work	Scientific discovery
Level of Knowledge	***Low***	***Moderate to High***	***Very High***
Type of development needed	***Precise training***	***Elaborate developmental exercises aimed at building trust and collaboration***	***Great freedom, gifted colleagues***

FIGURE 2

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Table 1: Nobel Laureates mean responses on Freedom Questionnaire. (Rank ordered, n=14,)

Q. No.	Question:	Mean	Std Error of mean
9	Freedom of thought	4.00	0.0
1	Being able to choose what I work on	3.92	.08
8	Independence of thought	3.92	.08
3	Freedom to use my own judgement	3.83	.11
2	Free to choose my own problems	3.73	.14
6	Working to a defined research plan	2.67	.22
5	Pressure from being supervised	2.18	.38
4	Working as part of a team	2.17	.30
7	Pressure from peers	1.83	.21

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Tovstiga (1999) puts it that *“knowledge processes are inextricably linked to the organisation' s internal context:*
- its internal management practices,
-learning culture and
-knowledge base”.

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“……the old vertical division of labour will be replaced by horizontal co-ordination. This is driven by the nature of knowledge work itself, which is essentially concerned with problem solving, problem identifying and strategic brokering between the two processes” Thompson and Warhurst (1998)

Figure 3

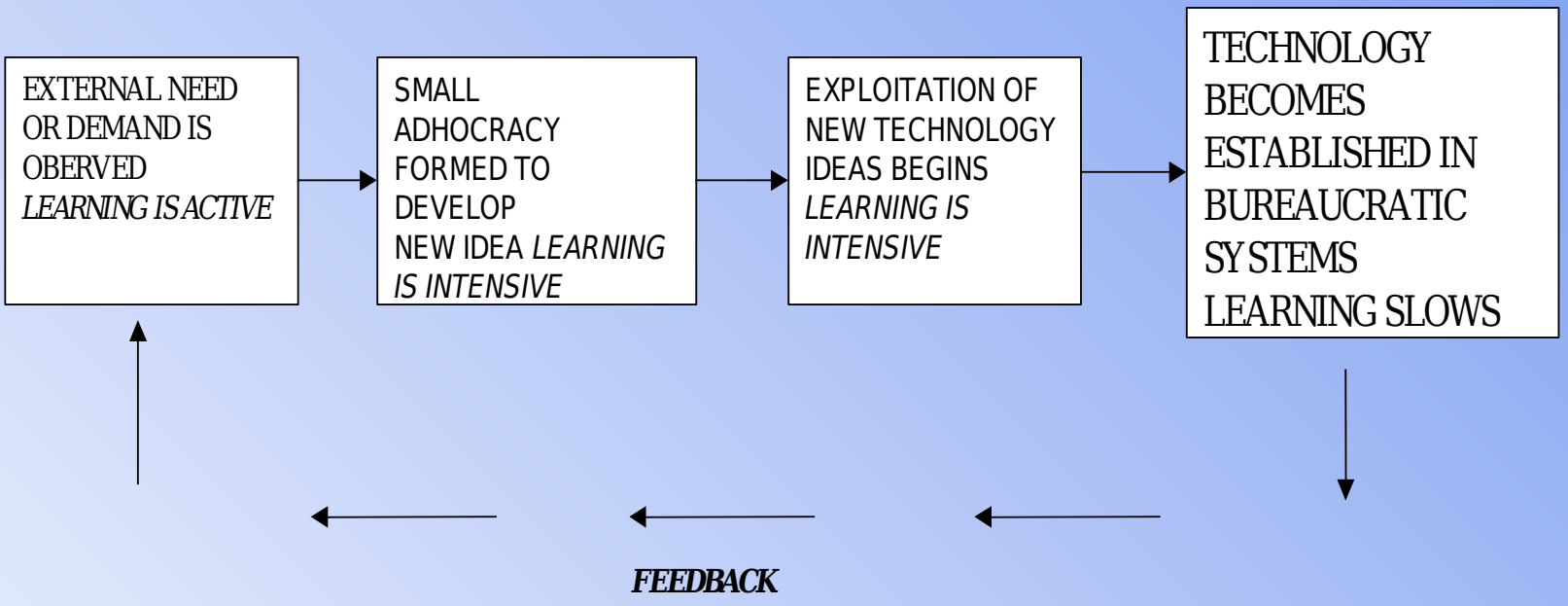
EXTERNAL NEED OR DEMAND IS OBERVED *LEARNING IS ACTIVE*
SMALL ADHOCRACY FORMED TO DEVELOP NEW IDEA *LEARNING IS INTENSIVE*
EXPLOITATION OF NEW TECHNOLOGY IDEAS BEGINS *LEARNING IS INTENSIVE*
TECHNOLOGY BECOMES ESTABLISHED IN BUREAUCRATIC SYSTEMS LEARNING SLOWS
FEEDBACK

Figure 2: The Innovation Process and The Stages of Organisational Learning. Hurley (2000)

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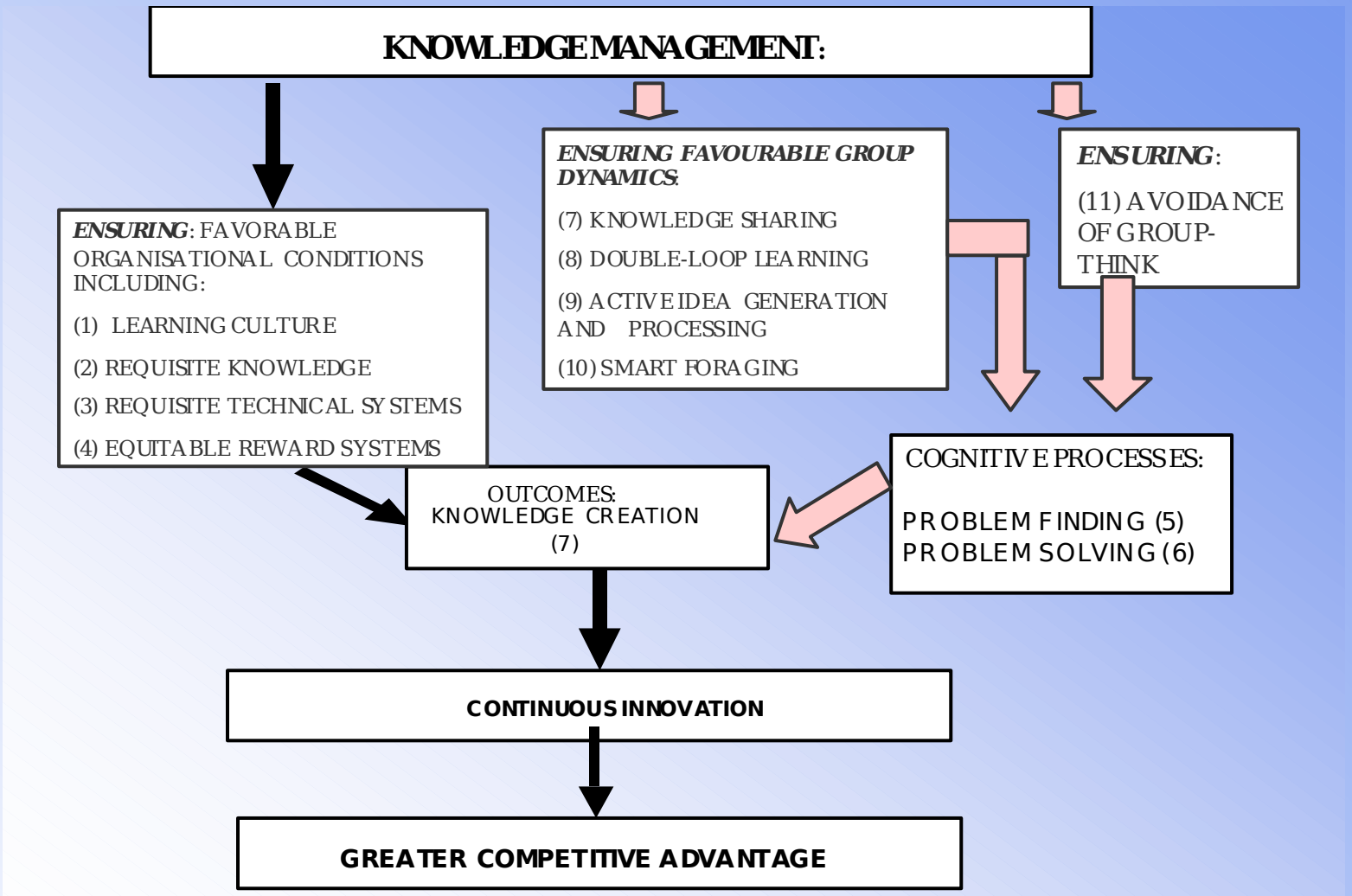

Figure 4: A cognitive/organisational model of knowledge management

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Table 2:

Hypothesis 1: Knowledge development will be more effective to the extent that the organisation has an equitable reward system.

Hypothesis 2: Knowledge development will be more effective to the extent that the organisation has an effective operating learning culture.

Hypothesis 3: Knowledge management and its resulting knowledge creation will be more effective to the extent that the organisation has access to requisite and timely knowledge.

Table 3:

Hypothesis4: Knowledge management and its resulting knowledge creation will be more effective to the extent that the organisation has a highly developed technical support system.

Hypothesis5: Knowledge management and its resulting knowledge creation will be more effective to the extent that the organisation has a good problem finding system.

Hypothesis 6: Knowledge management and its resulting knowledge creation will be more effective to the extent that the organisation has a good problem-solving system.

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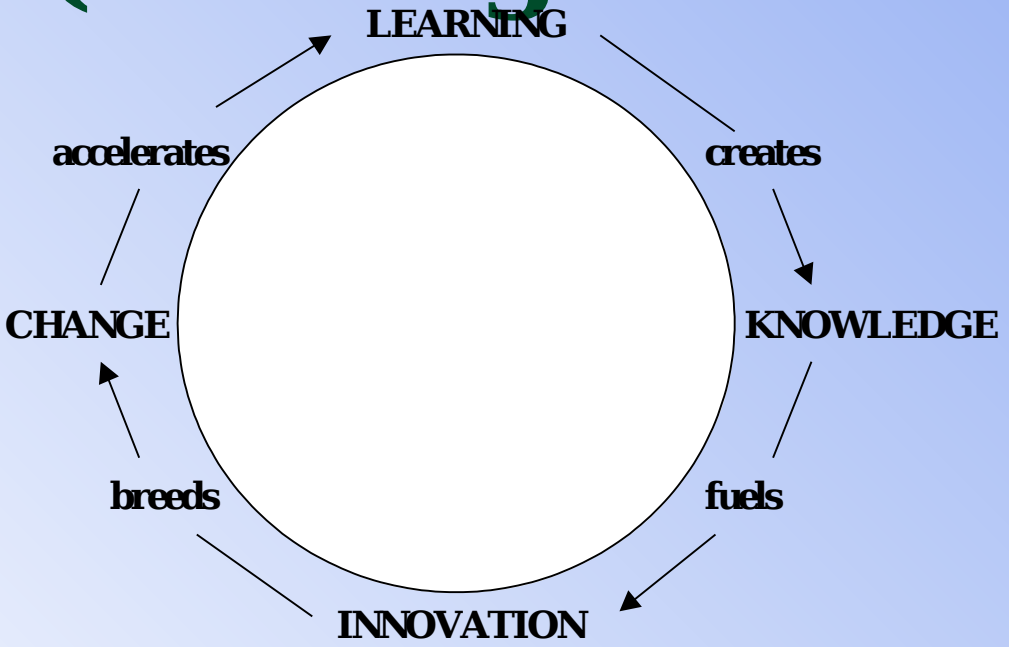
Table 4: Knowledge development rating scale

Major Scientific Discovery	20
Scientific Discovery	15
Significant Innovation	10
Innovation	7.5
New ideas	5
Ideas	1

The organisational competency-building cycle (Tovstiga 1999)



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Knowledge management is a facilitating and brokering process that ensures the effectiveness of knowledge development.

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